The Institutionalization of Online Social Networks by the Military Police: threat or opportunity?

A Institucionalização das Redes Sociais On-Line pela Polícia Militar: ameaça ou oportunidade?

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ABSTRACT

This teaching case to public administration stimulates reflections and debates about the management in conducting public security policies in a medium-sized city in the interior of Brazil, whose fictitious name is Gotatina. In addition to the desire for quality public services and social participation, the regime of social isolation, since 2020, in the fight against the Covid-19 pandemic brought enormous challenges to community policing practices. By articulating the assumptions of Community Police and issues related to public management, the case enhances a space for the debate of ideas related to citizenship and democracy of police institutions, in undergraduate and graduate courses in Administration and Public Administration, especially in subjects involving e-Government, Negotiation, Participatory management.
Keyword: Community Police, Public Management, Online Social Networks, Covid-19.

RESUMO

Este caso para ensino em administração pública estimula reflexões e debates sobre a gestão na condução de políticas públicas de segurança em uma cidade de médio porte no interior do Brasil, denominada aqui pelo nome fictício de Gotatina. Para além do anseio por serviços públicos de qualidade e participação social, incluiu-se, desde março de 2020, o regime de isolamento social no combate à pandemia do Covid-19, que trouxe às práticas de policiamento comunitário enorme desafios. Ao articular os pressupostos da Polícia Comunitária e os temas relacionados à gestão pública, o caso potencializa um espaço para o debate de ideias relacionadas à cidadania e à democracia das instituições policiais, em cursos de graduação e pós-graduação em Administração e Administração Pública, especialmente em disciplinas que envolvam e-Governo, Negociação, Gestão participativa.
Palavras-chave: Polícia Comunitária, Gestão Pública, Redes Sociais On-line, Covid-19.

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Introduction

Dealing with the Brazilian context, whose decisions are complex and urgent, requires the public manager to be able to reflect on the national, regional and local context of their practices, which must also be translated to their team. This text presents the dilemmas faced by the management of a Military Police unit in the conduct of public security policies in a medium-sized city in the interior of Brazil, called here by the name of Gotatina.

If all the challenges of public security were not enough, the policing manager of a city in the Brazilian countryside still faced, in 2020, a new and unpredictable event that put at risk the advances already achieved in the valorization of community policing practices: social isolation measures in the fight against the Covid-19 pandemic, which required military police to interrupt lectures, community meetings, classes of the Educational Program for Resistance to Drugs and Violence (PROERD) and all other activities aimed at to achieve a close relationship between the public and the Military Police, a central presupposition of the so-called Community Police.

In addition to the recommendations of the high command of the Military Police of the state of Santa Clarita, Sergeant José Tigre knew that, both abroad, especially in the United States and Australia, and in the Brazilian Military Police, such as in Rio de Janeiro and Santa Catarina, it was already possible to identify efforts to include online social networks in police activities. Thus, Sergeant José Tigre made the decision to use the PM's online social networks in the city of Gotatina, and he should encourage the other military police officers on his team to do the same.

The decision was inspired by his experience with the internet, as well as community policing practices, based on his studies on the subject. The experiences of the military police who used online social networks, in Brazil and abroad, were also in line with the recommendations they had received in writing from the higher military units, which recognized the importance of online platforms such as Instagram and Facebook., to strengthen relationships with the community. The challenge now is to encourage your team to use online social networks, bringing a new dynamic to community policing in the city of Gotatina and, for José Tigre, the manager in question, a new dilemma: how to convince and train police officers to act in online social networks with creativity, initiative and voluntarism? Implementing changes in

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the policing of Gotatina was necessary, even if the perspectives of the police officers who worked there were not homogeneous: they looked at online social networks sometimes as a threat, sometimes as an opportunity. And now, what to do to overcome this challenge?

By placing students in a fictitious situation, using references from real experiences of a sergeant of the Military Policy of the State of Santa Clarita, with the mission of managing local policing in the city of Gotatina, this case proposes a series of reflections on Culture and Change Organizational, Organizational Theory, Organizational Behavior, Leadership, Public Management, among others. The situation described is real, however, characters and dialogues narrated here are fictitious. In this sense, we take the opportunity to borrow what Érico Veríssimo says in his classic Incidente em Antares: "Imaginary characters and locations appear disguised under fictitious names, while people and places that actually exist or have existed are designated by their names. real names" (VERÍSSIMO, 2006, p. 6).

In addition to this introduction, the narrative will be presented through the description of the situation, followed by the teaching notes. Some challenges in public security in the Brazilian context will be pointed out that will guide readers in the application of the case. Some reflections will help students to translate the problems into the local context. Finally, the text ends with teaching notes, presenting concepts and tools that may be useful during the discussion of the case presented.

Situation Description

The protagonist, Sergeant José Tigre, served the State of Santa Clarita as a military police officer for about two decades, acquiring extensive experience in the state capital. He had a close look at the public security figures released by specialist organizations, such as the Brazilian Public Security Forum (FBSP) and the Institute for Applied Economic Research (IPEA). He won several military police decorations for capturing fugitives from justice and for chasing criminals who, in the act, were engaged in a dangerous escape shortly after committing a serious crime. He dealt with crime, arrests and apprehensions in the most diverse ways, always seeking to show the result of his work to his commanders through reports and numbers.

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Over the years, many changes have taken place. In recent years, José Tigre began to realize that, as time passed, the desired results at the beginning of his career were still not being achieved. With a complex and inefficient Brazilian prison system, incarcerated people were not, in fact, adequately judged or resocialized. Most served their sentences in precarious conditions and, after some time, returned to life in society, where they continued to be economically and socially vulnerable. The problem of public safety persisted.

One day, Corporal José Tigre was questioned by his friend for decades, José Batata, who was returning late from the Civil Police station after being caught in the act for the crime of theft.

"- If it weren't for the police, this world would be lost. Who would arrest all these criminals?", commented José Batata, awaiting a consideration from his friend.

"-I don't believe you are completely right, my friend", replied José Tigre. "-It is important for us to understand that, although the police are important, they are not solely responsible for promoting peace. In addition to the complex Brazilian penal, police, judicial and legislative system, we have a multitude of other institutions that are directly linked to public security itself. The rise and fall of crime rates should not just fall on the Military Police."

While answering his friend, José Tigre remembered what Martins, Versiani and Batitucci (2011, p. 106) said: "society wants peace and, naively, believes that the police is the only institution responsible for it"; and the criticism of some authors about police productivity being measured by incarceration. Anyway, his friend José Batata also understood, after all, "how else would we measure military police productivity ?, ask those who cannot see beyond the corner" (SOARES, 2015, p. 15). José Tigre understood that the police gaze was usually directed at transgressions that could be immediately identified. He also understood that public security professionals could be running the risk of interpreting the serious and complex problem of public security with a reductionist look at flagrante delicto and imprisonment by the State.

On another occasion, José Batata, as someone who had been continuing the subject of the previous week, showed his friend José Tigre a report from the G1 news portal, available on the internet, which said: "Rio had more than 3,000 military police officers killed [...] Percentage is higher than American casualties in world wars" (COELHO, 2017, sp).

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In his years of experience, José Tigre saw the emergence of organized crime, which enticed children, gave hope to young people and prevented the old age of adults. He also saw the territorial segregation of crime and poverty, the civil war in the slums, the deterioration of the peripheries, the armed confrontations in the light of day, the death of young people who dreamed of illicit gains and who would have dedicated a life of priesthood in the fight against State, where his biggest trophy was killing a policeman. It also witnessed the development of an inefficient police system, which did not investigate and was not able to bring the most powerful criminals to justice (even if they did, they made the prison their office), with prisons aimed especially at the poor for drug trafficking crimes. and against property. He also witnessed the anguish of his work, which was becoming increasingly dangerous.

Although many episodes had marked him, two of them in particular caught his attention. The first was when his neighbor would have contacted him to say that, through images recorded on the security cameras of his house, he had managed to identify the author of the theft of his motorcycle, however, due to lack of sufficient personnel, he was unable to ask the Civil Police of the State of Santa Clarita the correct and adequate investigation, nor arrest the citizen without a court order. Although the neighborhood knew who was responsible for the theft, José Tigre could not take any action, even though he was a police officer.

The second episode was when, in a periphery, a 15-year-old youth was allegedly arrested for the sixteenth time, in possession of 1 kg of illicit drug, and, at the end of his last and quick recovery, at the Socio-Educational Center in the capital, he was released. to the family, who, involved in organized crime and unable to pay for the "damage" that their son caused to the gang, handed over their son to be killed, receiving seventeen "rocks of crack" in the negotiation. Dead son, empty funeral, and the parents, still under the influence of narcotics, were arrested by José Tigre, being charged by the Civil Police chief for transporting illicit drugs for personal consumption. They were released on the same day, without a child, without "stones" and without justice. Still dependent. Fifteen months later, José Tigre found that mother again, whose family history he already knew. At the time, when he was called to help this woman give birth to her fifth child, he felt obliged to explain to a soldier who had just arrived at the military police why he had not wanted to take a picture

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with his mother for the doctors and nurses. publish on social networks. – "It is not appropriate", he tried to explain himself with some difficulty.

By following specialized organizations such as the Brazilian Public Security Forum, Ipea and Fonte Segura, in addition to the news in magazines, newspapers and internet news portals, José Tigre reflected a lot about his experiences. All this context made him conclude, years later, that police repression should not be considered the only possible way to produce a quality public service. An important path, but not the only one.

One day, José Tigre found his friend José Batata arguing with a civil police officer about the impossibility of leaving a minor incarcerated for a longer period. It was the eighth time that the minor had been apprehended for theft, and it also took place on the same street. In the midst of manifestos for tougher penal legislation, José Tigre stuck to suggesting a reading: "The Red Queen Syndrome" by Rolim (2006). As the author metaphorically suggested, he decided to leave his colleagues there, saving the countless people who were drowning down the rapids of a river, to climb the hill and understand the reason for so many drownings.

Aware of the negative effects of a purely repressive policing model, understanding the risks of a possible loss of police legitimacy and also recognizing the need to adhere to the recent Brazilian democratic context, José Tigre, at the first opportunity, participated in a training course in Police Community initiative promoted by the Military Police of the State of Santa Clarita. It also sought to understand why the State government has assumed institutional commitments with the Community Police, a work philosophy that values a preventive policing model, in the search for a close relationship with the civilian public.

In his extensive experience, now linked to preventive police practices, José Tigre saw the emergence of some programs in the State of Santa Clarita: Proerd, in partnership with Dare América, originally from the USA, and also the Solidarity Neighborhood, inspired by the Koban system, in partnership with the Japanese police, also present in São Paulo and in most Brazilian states. Through the media, he also noticed that this new approach to policing was becoming real in Rio de Janeiro, when the first Pacifying Police Units were installed.

Seeking to qualify and follow new professional paths, José Tigre began to study the cases of community policing in the literature, convincing himself that it

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could be a good path in the production of a quality public service. So, after studying the subject and seeing some colleagues practicing community policing, he asked his superiors for a change of battalion and operational service, to specialize in this modality of policing. He took a course promoted by the American Dare América in the capital and, for the last three years, he has been an instructor at Proerd, offering classes for elementary school children, in partnership between the police and families and schools. She also began to know, in practice, other community policing activities, such as the Neighborhood for Solidarity Prevention and the Patrol for the Protection of Women Victims of Domestic Violence (PPMVVD), making frequent community contacts, meetings and lectures in schools, companies, in the barracks and even in public squares – in so-called community events.

In several community meetings, José Tigre made himself available to residents, encouraging the resolution of local problems in various aspects, even non-criminal ones. It also accompanied the preparation of official letters sent to other public bodies, exchanged useful telephone numbers and other contacts, as well as experiences about the so-called "bureaucracy" of municipal public services. It recommended and listened to complaints, was accountable to the local population and sought solutions together with civil society.

José Tigre remembered his training course and, inspired by the readings of Balestreri (1998), began to recognize himself as a pedagogue of citizenship. In some cases, the personal contact with the civilian public he served was so intense that he even made real friends, exchanging phone numbers and birthdays. A lady, a local resident, invited him to a family lunch one day, happy to introduce her children and grandchildren to the policeman who would have helped one of her daughters to overcome episodes of domestic violence. Everyone there showed gratitude for the fact that José Tigre had avoided a femicide, the result of a troubled marriage watered by threats from the victim's then husband. A frank conversation, mediated by PPMVVD, and free legal and psychological assistance were enough for the husband to accept the separation and feel encouraged to continue on his path.

In fact, his work went beyond the simple execution of orders, and the duty roster prepared by the Battalion's administration, whose patrols were previously defined by the Unit's statistics department. Through initiative, voluntarism and creativity, he worked to solve problems with the local community, which were al-

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most always invisible to statistical reports, as they were not necessarily linked to criminal prosecution.

In these two years, José Tigre started to be recognized in the neighborhoods where he worked and to be loved by the population, becoming a reference in issues related to public security. However, something still bothered him: he started to be recognized as a policeman, even in civilian clothes and off duty. People identified their family and friends, who also began to worry about it. In some serious events that he participated, he was even called by name, being surprised by sudden hugs from children and adults. Although there were many benefits to the quality of the public services provided, it was believed that, in some cases, the great exposure of their image brought risks to their professional activity.

In any case, José Tigre recognized the positive aspects of the new roles he had assumed. It even began to value creativity and innovations that emerged in public safety practices. The phenomenon of online social networks did not go unnoticed, constituting itself as a space for socialization that could contribute positively to their police practices. Accounts on Instagram and Facebook with his personal name were created, presenting himself as a military police officer and instructor of Proerd in several publications.

Already experienced in community policing and willing to produce preventive work, José Tigre became a true enthusiast of community policing programs. As soon as he was promoted to sergeant, the commander of his Battalion transferred him to a small town in the interior of the state of Santa Clarita called Gotatina, with a well-defined mission: to enforce a recent internal rule that encouraged police units to create a profile in the Facebook and Instagram, in the search for police legitimacy, accountability and partnerships with society. Thus, José Tigre took on the new challenge, now as a sergeant, in the role of manager of policing in the city of Gotatina.

As if these challenges were not enough, José Tigre will now also have to deal with an even bigger one: the Covid-19 pandemic, which brought to the city of Gotatina a strict regime of social isolation, recommended by the health authorities and implemented on a mandatory basis. by the municipal executive power. Sgt. José Tigre is now questioning how not to lose the advances made in Community Police by the State of Santa Clarita, and especially in the city of Gotatina.

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Thinking about how to approach the community amid the social isolation regime has become a necessity. The decision to create online social networks for policing Gotatina has become even more important. But is it possible to achieve this goal?

WHAT TO DO? WHERE TO START?

A few days after his appointment as commander of the small inland town of Gotatina, Sgt. José Tigre was ready to define and adopt a management system that could encourage the police officers he coordinated and, also, civil society itself. Not only the Gotatina police themselves, but also the municipal government, the private sector, media managers and all civil society organizations that worked in partnership with the Military Police demanded a clear definition of the new program that would be for being raised in the city of Gotatina. It was then necessary to reflect on his next steps as a manager.

Initially, Sgt. José Tigre, as an enthusiast of community policing, decided to hold a meeting with the twelve police officers of the city of Gotatina to introduce himself as their new commander. On the occasion, he said that he would have a personal goal to optimize community policing in the city, even in the midst of the pandemic, preserving the advances already achieved by the Military Police of Santa Clarita. Asking for everyone's collaboration, he suggested a reflection: would it be possible to benefit from the internet and social media in the pandemic context, which requires social isolation in the fight against Covid-19, valuing the advances made in community policing,?

In this sense, Sgt José Tigre suggested some actions:

- creation of an Instagram profile for the Military Police of Gotatina;
- disclosure to members of society with whom they relate;
- dissemination of profiles on online social networks with Proerd students and the schools we serve;
- production of police photos and publication on social networks;
- publication on social networks of phrases and reflections on public safety, with safety tips that are interesting to followers;
- disseminating information to the public about our main events;
- interaction with the public by responding to messages sent by social networks;

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- guidance and redirection of messages to recipient sectors and public bodies;
- analysis of problems pointed out by residents, such as complaints or simply a disorder that, in some way, interferes with the quality of life in Gotatina.

Before they reflected on their guidelines, Sgt. José Tigre continued:

"-I'm sure you will also have online community meetings, through digital platforms such as Google Meet; after all, the service will continue in the virtual modality, including Proerd classes, reassuring visits to victims and, when requested by residents, even the various community meetings".

After his long and enthusiastic explanation, the first to comment was his friend Corporal José Velano, who had known him for years, already imagining what his management would be like, as he did not agree with the policing practices suggested by Sgt. José Tigre. Cb José Velano limited himself to saying: "I am not paid for this". Although José Tigre didn't understand his friend's ironic tone, he smiled amid nods of agreement from the other police officers.

Everything there in Gotatina always worked as expected, the service was performed as it had always been performed. Any change of that nature would be very difficult. Social isolation as an obligation of the public power in the fight against the Covid-19 pandemic was the only thing they agreed on. It was necessary to isolate oneself, only responding to requests made by 911. It was how everyone thought there, and that was the idea that the police were willing to defend.

The more Sgt José Tigre thought about the situation, the greater his doubts. Keeping policing practices in the city of Gotatina as it had always been seemed to be more comfortable, as it was still possible to present the measurable results of repressive policing in the city, feeding the statistics of arrests and apprehensions, as well as justifying themselves to their superiors in the face of the pandemic context. which, in theory, prevented him from advancing in community policing, such as the low number of community meetings and reassuring visits to victims after the crime. This attitude would also avoid burnout and resistance to change on the part of their professional colleagues. But he also saw online social networks as an opportunity

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to achieve community support, advancing preventive practices and the search for support and legitimacy with city residents.

Especially when the occurrence of a crime became notorious, the public debate about security in Gotatina emerged instantly in the media, in schools, in technical courses and even among the residents of a certain street or condominium. On a daily basis, local, decentralized and non-generalized management measures were required for public security problems.

In the search for support in his effort to implement community policing through online tools, Sgt José Tigre always cited the high crime rates in Brazil, presented by the FBSP, as the rate of 22.7 intentional violent deaths per 100,000 inhabitants (FBSP, 2020), although these numbers did not correspond to the perceptions of local residents. In Gotatina, the last homicide would have happened more than a year ago.

Sgt José Tigre knew that justifying the numbers was a problem. In 2016, according to the Mexican NGO *Seguridad, Justicia y Paz,* Brazil had the largest number of cities in the ranking of the 50 most violent in the world, but, contrary to their expectations, none of these cities were in the Brazilian southeast (SJP, 2020). Although José Tigre had a perception that Rio de Janeiro would have a high crime rate, the city was not mentioned in any of the 43 Latin American cities on the list. In 2019, of the 50 cities in the ranking, 19 were located in Mexico and 10 in Brazil (SJP, 2020).

In conversation with his friend José Batata, José Tigre mentioned the inconsistency he saw in the numbers:

"- When I see the numbers of the country, I think that Gotatina is not a Brazilian city".

José Batata only said:

"- I should have been born in the United States... a first world country... there the rates are much lower".

José Tigre liked the comment, as it was the opportunity to show him exactly what he was talking about:

"- If you care so much about these numbers, believe me that, if we only consider the homicide rates per 100,000 inhabitants, there are American cities that are more violent than Brazilian cities".

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José Tigre was still talking about the Mexican NGO *Seguridad, Justicia y Paz,* which placed the city of St. Louis (USA) in 9th place on the list of the most violent cities in the world, with a rate of 65 homicides per 100,000 inhabitants. In this same list, Vitória da Conquista (BA/Brazil), in 10th place, with a rate of 60 (SJP, 2020). "In fact, the numbers do not represent what is, in fact, subjective", affirmed José Tigre. Although the State of São Paulo had one of the lowest rates in the country – a rate of 10 intentional deaths per 100,000 inhabitants (FBSP, 2019) – this did not mean that there was a better assessment of public security services by its residents. locations.

Reducing the observed limit to neighborhoods and streets is a challenging exercise, in which decentralization exposes the observer to inconsistencies: streets that do not represent the neighborhood, neighborhoods that do not represent cities, which, in turn, do not represent the country. The attempt to create truths and naturalize them in a broad and general way is an effort that is almost always imprecise, because in the decentralization of sources, even more inconsistencies arise. The concern with local security, in a given place, is confused with the numbers that are presented in a broader context: the national one. Local diversity is not adequately represented by the country's statistical generalizing scientist indices.

This discussion led José Tigre to deepen his analysis of public security, which, in recent decades, has received terms such as sense of security, fear of crime and quality of life, in a subjective approach to policing, where the problem of public security is no longer linked only to to crime rates, but to any problem that harms the quality of life of local residents (FRÜHLING, 2007; ROSENBAUM, 2012; SKOLNICK; BAYLEY, 2006; TROJANOWICZ; BUCQUEROUX, 1994).

But it was not in the full interest of the police in Gotatina. The results of the repressive policing still seemed more promising for the performance of the police unit in Gotatina, and, consequently, gained more attention from the police. Sgt. José Tigre himself reported to the criminal statistics department of his Battalion in the state capital, bimonthly.

After consulting several other colleagues who commanded neighboring inland cities, Sgt. José Tigre still continued with the intention of encouraging community policing in the midst of the pandemic, close to the community, with the support of online social networks. But as a manager, what could I do? How could you encourage other police officers to work with creativity and enthusiasm on this propo-

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sal? How could you encourage other police officers to adhere to the use of social networks as a tool for community policing? The local change was important, but in order for them to help you in this attempt, what could you suggest as a change to your superiors?

His ability to articulate with civil society enabled him to gather support from the private sector and the municipal government. It was possible, even if modestly, to increase the budget applicable to public security gradually, so that it could implement its community policing program in the city of Gotatina, but was the increase in the budget enough? How could I apply the extra resources I could possibly get?

Sgt. José Tigre knew that the next accountability he would give to his superiors would be in a virtual meeting that would take place in the next two months. Would it be the case to propose to the commander of the PM battalion, or to the governor, changes in the state's public security system that could be applied to the city of Gotatina?

Teaching Notes

The city of Gotatina was already facing several challenges in public safety before the arrival of the pandemic. In addition to the long and difficult challenge of convincing the city's population to get involved with the Military Police in the search for an improvement in the quality of the public security service, it was also necessary to encourage and seek support from the police officers who worked there. And now, all this was added to the serious health crisis that began to devastate the city, resulting in deaths, filling hospitals and putting the lives of the population at risk. Social isolation has become mandatory and priority. Public safety problems remained real and even more serious, due to the caution required in the contact between the police and the community during preventive policing.

The numbers in public safety in the country are indicative of the seriousness of the situation. In 2019, Brazil had almost 48,000 intentional violent deaths. In proportional terms, there are 22.7 deaths per 100 thousand inhabitants (FBSP, 2020). In absolute numbers, Brazil has already recorded the highest number of homicides in the world in 2016, representing 13% of global murders (GOUSSINSKY, 2018).

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The number of prisoners is 755,000 (FBSP, 2020), the third largest prison population in the world in absolute numbers, with 31% of the total prisoners being provisional (without trial) and 68% being overcrowded (VELASCO; CAESAR; REIS, 2020).

Indeed, the numbers are challenging. In order to deal with the growing crime that has plagued Brazil for decades, States have assigned to the Military Police constitutional functions of preserving public order and criminal prevention, assuming a managerial position in the face of New Public Management (VIEIRA; PROTÁSIO, 2011) and also aligning their police practices to important reforms, such as the so-called Community Police (FRÜHLING, 2007), broad trends present throughout the world (PAULA, 2005a, 2005b; SKOLNICK; BAYLEY, 2006). In general terms, managers of police organizations have assumed that the police function can only be exercised with quality in partnership with the public to whom it provides the service. Thus, since the redemocratization of the country, there has been a growing interest on the part of the Brazilian Military Police in seeking a close relationship with civil society, which has resulted in important initiatives across the country.

Among the numerous initiatives, it is possible to point out some, such as: the Community Security Councils, community support entities for the police forces; Koban, inspired by the Japanese policing model, which in a way also gave rise to the Solidarity Neighborhood in Minas and São Paulo and Ronda Quarteirão in Ceará; the Proerd – Educational Program for Resistance to Drugs (present throughout the country) and even the Pacifying Police Units – UPP's – an action by the Rio de Janeiro police with the support of the private sector and the communities of the city of Rio de Janeiro, widely discussed by the media.

All these initiatives depend on the support of civil society, even in the midst of the serious Brazilian context. For this, the military police officer, at the end of the line, is required to have a profile closer to the public. The good professional would no longer be that fighter, feared and just the enemy of crime. To respond to a growing demand for democracy and social participation, police managers now expect a police officer known and friend of the local community, creative and communicative, who encourages an active, co-responsible and co-producing society of public safety (SKOLNICK; BAYLEY, 2006; TROJANOWICZ; BUCQUEROUX, 1994).

The community policing manager also faces important challenges, such as the lack of interest of civilians themselves in participating in meetings with the mili-

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tary police, justifying being always involved with their own work, friends and family, not showing interest and/or concern for safety. public (BACCIN; CRUZ, 2015). The manager also faces challenges in the training of police officers, coming to depend on their creativity, initiative, and, above all, on their own interest and voluntarism. At the same time, it finds itself in an incentive management and professional performance evaluation linked to a repressive police service that values the numbers of arrests and apprehensions. However, community policing practices should not seek this end in a primal way (SKOLNICK; BAYLEY, 2006; TROJANOWICZ; BUCQUEROUX, 1994), as this ends up not valuing and rewarding the committed police officer of community policing (MARCHESINI DA COSTA; CABRAL); MACCHIONE SAES, 2020; SOUZA, 2015).

On the one hand, social isolation measures in the fight against the Covid-19 pandemic encouraged people to stay in their homes, staying away from community meetings with the Military Police; but, on the other hand, it also encouraged greater access to online social networks. Both school activities and meetings with friends started to be promoted remotely. Faced with these challenges, it is questioned whether it is possible to consider social networks as an opportunity that recognizes and preserves the advances already achieved in community policing.

Even if there is a legal determination arranged in a higher hierarchy, the success of community policing practices carried out over the internet, such as Proerd classes and community meetings, depends on the encouragement and willingness of the civil public and, mainly, on initiative, creativity and voluntarism. of military police.

EDUCATIONAL GOALS

The purpose of this case for teaching is to lead students to reflections on the opportunities and challenges faced by military police managers when conducting public security policies in a small town in the interior of Brazil. In this direction, the following educational objectives are proposed:

1. Recognize the contextual and organizational conditions in the configuration of public security policies linked to community policing in a Brazilian city;
2. Understand the relationships in the literature on public security (police reform under the assumptions of the Community Police), and on organizations (culture and organizational change) and public management (ma-

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nagement public administration and societal public administration) and electronic government.

3. To analyze the consequences of the recent pandemic context imposed on social interactions, important for community policing practices, as well as the challenges and opportunities of the use of online social networks by military police officers.

4. Arguing about factors that facilitate and hinder the exercise of leadership in the public sector linked to security.

5. Propose strategies for organizational changes for situations similar to the case, in order to favor the police reform proposed by the Community Police, towards a citizen police and a participatory society.

USE OF THE CASE

The case can be applied in subjects of the Administration and Public Management courses, at undergraduate and graduate levels. Related disciplines such as Organizational Culture and Change, Organizational Theory, Organizational Behavior, Leadership applied to the public sector, Electronic Government, Public Management and Public Policy have the potential to explore the case in several aspects, mainly from the perspective of recent Brazilian democracy. The case is also promising for discussion in training courses for military police officers or in professional updating, when addressing the issue of Community Police and/or the management of policing in small towns (the management of so-called detachments).

SUGGESTED LESSON PLAN

This case can be applied in 3 class hours, right after the theoretical treatment of the topic. It is suggested that students have read the case in advance. The focus of the case is the internal conflict in the police unit in question, produced by the need to use electronic platforms and online social networks for the practice of community policing, identified by the manager of policing of the fictional countryside town of Gotatina. For the discussion of the case at hand, it is important to consider the challenges and opportunities of such a change. It is also important that students, considering the recent Brazilian democracy, understand the changes promoted in the last decades in public security in the country. The public to whom the service is

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provided began to demand greater social participation, as well as an adequate and satisfactory rendering of accounts in the production of the public security service.

The recommended bibliography to support the analysis of the case is presented throughout the text, naturally to the student. While the reader himself becomes aware of the case, the suggested literature is already presented by the protagonist of the narrated story. This method makes it possible to present the suggested bibliography to the student in an intuitive and interesting way, making it part of the narrative. In this case, it is up to students to have free access to the internet and to the materials indicated in the reading.

This is a brief case that can be read in thirty minutes. The following steps have been used in testing the case: (1) after the individual reading of the case, one moves on to the discussion in small groups of the questions presented, preparing for the debate; (2) one student from each group is chosen to represent their peers in a plenary discussion; (3) summary by the teacher who, after mediating the discussion, will organize the main points discussed. Each of these steps can be developed in a class.

SUGGESTED QUESTIONS FOR PLENARY DISCUSSION AND CASE ANALYSIS

The plenary discussion can be opened with a simple question: "Is online social networks a threat or opportunity for the Community Police?", encouraging students to put themselves in the shoes of the various groups involved with the issue and in different ways. perspectives. In a second moment, it is possible to make them reflect that, when considered an opportunity for community policing, it is important for the manager to also consider the challenges imposed by the contexts and organizational change.

To conduct the discussion of the case, it is suggested that the professor, based on Morgan (1996), can show the different perspectives of analysis for the same organization and the consequent "power of metaphor in organization and administration" (p. 21).), as well as its practical implications. It is also possible, based on the literature on public administration, with a focus on Brazilian public administration considerations (PAULA, 2005a, 2005b), to discuss managerialism and societal management. Based on this literature, it is possible to contextualize all the authors mentioned during the presentation of this case, considering them in each of the following questions that guide the plenary:

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(a) Regarding the change and the consequent reactions to the change

Considering the pandemic context, in which social isolation is required in the fight against Covid-19, how could changes from traditional policing to community policing be implemented in Gotatina? What are the possible implications, for the Military Police and for the police, of the changes mentioned in the case? What would be the possible resistances and how could the manager deal with them?

(b) Regarding leadership in the public sector:

In order for the implementation of new community policing practices in Gotatina to be successful, what are the leadership characteristics expected of the public manager in question?

(c) Regarding community policing practices and the local context:

How could Gotatina residents and police officers practice community policing? Are there specific characteristics required of them? Is the Community Police only applicable in communities with these characteristics, or can it be implemented in any city, neighborhood or region?

(d) Regarding e-government from the perspective of online social networking opportunities in the public sector:

Faced with the initiatives of police officers on the internet and the recommendations of higher hierarchical levels, do you consider the regulation promoted by the State of Santa Clarita an opportunity or a threat? Would the exposure of the military police officer on social networks be in line with the objectives of the Community Police or would it be a contradiction of its assumptions?

(e) Regarding public management, citizenship, democracy and social participation:

What are the possible implications, for the society of Gotatina, of the changes pointed out in the case? Is it possible to say that the implementation of community policing in the city would meet the aspirations for democracy and social participation, based on the principles of citizenship?

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Data Sources

This case was prepared based on interviews and observation of police officers from 2015 to 2017, as well as secondary sources available on the internet including: public content of online social networks, newspaper and magazine reports, in their electronic version, and videos containing the statements of police officers in documentaries available digitally. It was also considered the experience acquired by the first author of the work in the exercise of the military police profession, since 2007, which led him to capture and organize empirical material.

Closure

This teaching case was designed to stimulate reflections and debates on the management of a Military Police unit in the Brazilian countryside, in particular, about the institutionalization of online social networks. It is important to consider the context that demands, from the Brazilian democratization processes of the 1980s and 1990s, greater social participation in public security policies; and, more recently, a context marked by social isolation in the fight against the Covid-19 pandemic. By articulating the assumptions of the Community Police and themes related to public management, the case enhances a space for the debate of ideas related to citizenship and democracy of police institutions, in the collective desire for quality public services.

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